

Pulse Survey Discussion – 4.24.12

Intro/ Agenda Review/ IIF Moment

IT concerns when travelling. Take your badge.

Purpose of the Pulse Survey

Pulse survey is usually a glance at a moment in time... and can provide insight and response from our workforce related to where we are on our journey. Such as,

1. Act as a check in on initiatives – what are our efforts yielding?
2. Provide a testing ground for potential ideas/ activities/ initiatives that we want to undertake.
3. Provide a format for discovery regarding what people think about current issues that have come up in the workforce (recent changes, additions, updates to policy, management, structure).

General Information:

- Smaller population: less than 50 people (in prior surveys)
- Paper survey and/or interview style. Interview style will gain the deeper insight into the thinking of our workforce. We will be using the interview style and may combine an element of Multiple choice - TBD.
- Smaller scope than an ISA. It is important to spend time on selecting the focus group and the topic that we are interested in checking in on. For example, if we are interested in the thought process, behaviors, and cultures of a specific portion of our population – we need to ensure all aspects of the Pulse survey serve that purpose.
- Consider focusing in on Chevron Employees.
- Ideally, no more than 4-6 questions total. Absolutely, no more than 10 total interview questions. From those questions we may consider developing follow up areas for JMJ Associates to use during the live interview. JMJ Associates will also follow their own method of follow up – in order to pin point “Why” the individual has responded the way that they have:
 - What would have made this more successful for you?
 - What could have been done better by your local management?
 - What do you need in order to identify hazards and risks better in your environment. Etc.

We will be working with JMJ to develop the end points and strategies in order to receive a report that is meaningful in “answering” what we have set forth with our questions.

EERM potential Pulse Survey questions discussion – how we have developed the questions. Here’s what we did...

1. We looked at ISA questions and reworded the questions based on where we thought would address our objectives and shaping curve.
2. Then we build multiple choice responses based on reacting, achieving, conforming, integral.
3. We brainstormed and related to shaping curve and the objectives.
4. Everyone had a chance to input on the questions at this time. We sent the questions to the members of EERM in order to seek additional input.

In order for us to move forward in the right direction, and with the knowledge that we will need to narrow our questions to a limited number, where do we want to focus on our opportunity with the Pulse Survey?

A. Every Task, the Right way, every time - Always. Can we include a line of questioning within B. and C. to give us a sense of this area?

B. Hazard ID/ Risk Rec./ Maintaining a Sense of Vulnerability

KEY: If we knew what people needed to do in order to do this better that would be a positive take away.

Potential line of questioning:

- Do you know every risk?
- I choose to have a higher risk tolerance. Because correctly take more effort.
- Who do you need to be and what do you need to do?
- As you do your daily job do you look for every hazard?
- Do you feel you know every hazard in your job?
- When you look for each hazard, what do you do?
- Do you conduct and LPSA?
- Has there been a time when you knew the hazard and you didn't follow through? Where was your commitment?

Sidebar: How can we related responses to behaviors and to what's happening on the inside – Motivation, person belief, values and shared culture.

Why didn't you follow through with this Hazard ID/ Risk Rec.

What would give you that confidence?

C. Stop Work Authority –

KEY: Hypothesis – In all anecdotal examples and experiences, we are doing well in this area ... except our ISA results. We seem to be in a good place. How can we test this?

Potential Line of Questioning:

- How have you used SWA?
- Tell us about your experience with Stop Work Authority.
- What would you need to be able to use Stop Work Authority?
- What is our desired state? Everyone will use Stop Work Authority

Make sure we support our Shaping Curve: Everyone is comfortable using SWA and are positively reinforced for using it.

How often would you expect someone to use SWA? How often would you pull a driver over?

We want to hear that someone really believes in their heart that they would use it. Instead of realizing that it could be used and didn't use it. Know that we should have used it.

What would have helped you in the future so that you would have used it. What would have moved that action forward? Give an example --- tell me more about the last time. JMJ - Tell us about the management response to the SWA?

Next Steps --- What will be our approach? Which Population are we interested in?

O&M and First line supervisors, (The phrasing of the questions should be framed for the person being interviewed).

Chevron and Contract Partner

Sample Size – Interview TBD

Workforce – 800 – very important to hear from this group.

1st line supervisor - 100

JMJ ideas/ comments:

Be transparent about why we are doing the pulse survey, and what we want. Balance attention ... why we have selected this group.

We have to word the survey/ interview – we want to support you correctly.

What will we do with the pulse survey results?

- Inform how we communicate, resource going forward.
- Informing phase 2 OD
- Validates and challenges our Shaping Curve steps
- Based on this ... this is what we are doing different. – Something other than a “crew safety meeting”. This area can be improved upon.

Focus group after the fact – potential for a partner in Stop Work Authority, or Haz. ID. Possible for a Long term ... sharing plan, Like Dan Ott and others ... Positive stories about what went well. And what needs to be improved upon.

And we may get some difficult issues that come back. ... What would we do?

This may inform some IIF OD coaching

Discussion about IIF Disabling behavior ... “Group mindset”

Or How do we prevent people from being “dragged down” ?

Next steps: Prepare for IIFLT update and share with EERM.

New initiatives – Community Partnership

Milestones:

Preliminary Questions/ Structure – review with Rama on June 15. Ensure that we are specific with what we are trying to get out of every single question. – or group of questions.

Decide on multiple choice survey or not ... Probably not. Not worth the time, effort, expense.

Interview structure:

How many interviewees?

Who

What groups?

Names of actual people – Name 50 – we will need fewer.

Interview styles: 1:1 or 1:3 ... do less of the 1:3 (focus groups) , these can take more time.

JMJ Guidance:

5 interviews per day. 8 hour day.

1 focus group of 2-3 people takes about 1.5 hours.

Each interview/ assimilation - notes takes about 1.0 hours.

We'll need an invite letter – why you were chosen for the Pulse Survey.

What to expect. – what our two main areas of concern are. , dates, when to expect feedback ... should we have focus groups after? EERM?